

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

National Intelligence Officers

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NOTE TO: Bruce C. Clarke, Jr.  
DD/NFA

FROM : Robert M. Gates  
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SUBJECT: Staffing the DCI

This is the reminder you requested yesterday concerning how best to prepare the DCI for NSC meetings and other such conclaves for which the analysis of several offices and the NIOs must be integrated and supporting papers provided. The first such instance was the Cabinet Meeting on the embargo for which I took the lead in preparing a point paper.

The next instance is the NSC tomorrow, at which several subjects are to be discussed. No one is presently in charge of pulling a DCI book together for that session, and I think little, if anything, has been done in preparation.

Several options come to mind for such staffing:

1. Put an NSC coordinator in your front office to do this work, as was done for many years.
2. Appoint an NSC coordinator to do [ ] job, situated both physically and bureaucratically between you and the DCI.
3. Add a senior person to the NIC to do this coordination role.
4. Suggest to DCI he add someone to his personal staff to do this (an EA type).
5. Support DCI on ad hoc basis, letting NIO coordinate when one subject; someone in your office or Executive Secretariat do it when several subjects.

Just a few ideas to get the process started. Personally I think option 2 would work best.

*R.M. Gates*

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